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PROGRAM NAME: WOMANITY – WOMEN IN UNITY

GUEST NAME: MS TAELO MOJAPELO – CEO OF BP SOUTHERN AFRICA

SPEAKER	TRANSCRIPTION
DR. MALKA	Hello, I'm Dr. Amaleya Goneos-Malka, welcome to 'Womanity– Women in Unity'. The show that celebrates prominent and ordinary African Women's milestone achievements in their struggles for liberation, self-emancipation, human rights, democracy, racism, socio-economic class division and gender based violence.
DR. MALKA	Joining us on the line today, from South Africa, is the CEO of BP Southern Africa, Ms. Taelo Mojapelo. Welcome to the show!
MS. MOJAPELO	Welcome Dr. Malka, it is a pleasure to engage you today and welcome to the listeners as well.
DR. MALKA	I have been really excited to have this interview with you, looking at how your career has evolved and the point that you are at today. During your career you have occupied several operational as well as senior leadership positions with multi-national corporations the likes of Mondelez International, South African Breweries, Kellogg's and DHL Exel; please will you walk us through some of the milestones in your journey so far?
MS. MOJAPELO	Thank you Dr. Malka. I often walk people through my journey and not just the leadership journey, so I mean I am an undergraduate alumni of the University of KwaZulu-Natal, that's where I started my education and while I was there I really wanted to find myself at either an Ivy League or a prestigious UK university and my story into that world is one of failure and courage because I applied for a Rhodes Scholarship to Oxford University, that was my first choice, and I didn't get it, I didn't give up and I eventually got a scholarship into Cambridge University to study environmental engineering and it was really exciting for me because I actually had achieved something in the face of failure and just the courage to get up and do it again. I then got into the workplace and again I found myself deep in an environment that is extremely male dominated and I just told myself I need to get the courage to actually be bold and chart my destiny on my own. Yes, it is all about building relationships as well, but the interesting part is I found myself having to build very strong relationships with males in order to be able to break the barrier and I must say I did so at a very young age, I found myself running the biggest warehouse at the time of SAB Miller and I was this young female, very challenging at the time, but again I said as I progress I will make mistakes and from those mistakes I do learn and it was a very exciting experience, I grew quite a lot and then I got into the world of supply chain, which is very different from, you know, the science and engineering that I had grown up in and I had to go and study again. So I studied supply chain and then I did an MBA at GIBS University which is the Gordon Institute of Business Science here in South Africa and then got into leadership roles and I must say, it's been a very rewarding experience and I always say, you know, I would like more women to come through and I want to make sure that my role is to ensure more and more women do come through.
DR. MALKA	You certainly have an admirable role. One of the elements that you spoke about was your navigating relationships with men; please can you share some of your pointers on how to get things right?
MS. MOJAPELO	I don't think there is a right and wrong answer and I'll probably just give you a few pointers, I mean I started my leadership journey at a time in

	<p>South Africa when boardrooms knew they had to transform, but the will was probably lacking and there was seemingly a fear of inclusion. Yes, we have made significant progress, but the one thing I found was over time you then realise that the people that are probably not giving the access are probably not well educated themselves and hence I always say the fight for female emancipation and gender equity and I am very deliberate when I speak, not equality but equity, for a long time women have led that battle and you know have taken the lead in making sure that there is sufficient advocacy around it, but I think we would do a lot better if we can bring men along and I have found almost in all instances at the time I started my leadership journey, I was just getting into my thirties, and you're often seen as oh, she's quite young she will just listen to us, she doesn't have much of a say and you need to be bold and courageous but also at the same time find yourself a sponsor, find yourself a mentor, there is so much value in coaching and mentorship in order to help you navigate some of those challenges with the relationship dynamic with men, I often find that gets onto a level playing field when you are actually very clear about what you will tolerate and what you won't tolerate and you'll be amazed how by demonstrating and walking the talk in terms of what it is that you will do and the values by which you live, you start to get that respect and it shouldn't be the case because we need to actually embrace the diversity and one doesn't need to have to work that hard in order to get onto an equal footing with your male counterparts.</p>
DR. MALKA	<p>Those are great points of advice, thank you. Turning towards your current role, can you tell us about some of your plans for BP Southern Africa?</p>
MS. MOJAPELO	<p>I joined BP and the industry, by the way, in 2020 and this was a time where we faced several challenges. The oil price was at an all time low, demand had naturally fallen off the cliff because, you know, there was no air traffic, the roads are empty, everybody is isolating at home because of the COVID-19 pandemic and that on its own created significant anxiety. In addition, for us globally as an organisation, the strategy had recently changed, recognising the need to adopt a net zero agenda. So all those changes meant what likely worked before needed to be reviewed, so I quickly got to work, you know, my team, and I never achieve anything on my own, it's all about teamwork and we crafted a local framework of how we would like to participate and in South Africa we currently operate over five hundred retail sites and through our trading arm we trade fuel into other Southern African markets and our key focus areas, you know, I would just like to broadly cover it and say you know the key focus areas for us is to ensure that we are in a market leading position to enable mobility and by enabling mobility we want to be able to also advocate and influence for cleaner energy sources, however, we recognise that we operate in a region that largely has an energy deficit, so we want to make sure that as we enable mobility, we enable it with the right fuel mix for the region that we operate and by that I mean we obviously know EVs are moving at a pace in the developed world and, you know, in the Southern part of Africa, I always say you've got to actually look at the whole carbon emissions in its entirety and if you are going to move to electric vehicles that you're producing energy from coal, you actually are not achieving the aim of mitigating the negative impacts of climate change, so you want to be able to participate along the energy value chain and those are some of our priorities, but also importantly for us, because we enable mobility, we want to make sure that we deliver convenient solutions. So I mean you know, you would want a consumer to think BP at any point that they need fuel for mobility, but also, as part of their customer journey, if somebody</p>

	<p>does require bread and milk you want to be able to be the convenience stop and choice, so you actually want to end up building convenience hubs and so those are some of the exciting things that we are actually embarked on and we hope to grow from strength to strength.</p>
DR. MALKA	<p>Your industry though is certainly challenging, when you think about managing energy, which is a consumable, and at the same time trying to adhere to good sustainability practices and producing cleaner energy, so you've got a lot of tensions I would imagine that are interplaying.</p>
MS. MOJAPELO	<p>Absolutely, we have quite a few tensions that are at play and I think for us in, you know, this part of the world and probably Africa at large, one of the biggest tensions you have is a general energy deficit and we need to make sure that we provide energy to as many people as possible before you actually get into newer mobility types and this requires a lot of advocacy to make sure that everybody understands the impact of climate change and how do we all go along together in what we've now termed, you know, the 'Just Energy Transition', so we do recognise that we need to move to cleaner energy but we need to make sure that we do that in a manner that is responsible and you can imagine that the liquid fuels value chain is a significant employer and how do you make sure that as you move, you move along in a manner that doesn't actually destroy economies and, you know, increase unemployment. So those are some of the things we are seized with, trying to make sure that we unpack them and proceed in a responsible manner.</p>
DR. MALKA	<p>You've certainly highlighted some of the challenges that come with your position.</p>
AD BREAK	
DR. MALKA	<p>Turning more towards some aspects concerning the dynamics of women in leadership; a few years ago the University of Stellenbosch's Business School created a report which demonstrated that in 2008 only 14% of JSE directors were women. In 2017 this had increased marginally by 6 percentage points to 20%, additionally, 80% of women on corporate boards are non-executive directors, only 14% are executive directors. When I see those types of dynamics it tells me that there is an absence of women holding senior executive posts in companies. Oil and gas firms like BP are traditionally male dominated, yet you, as well as your predecessor, are women; BP seems to have made this conscious decision about transformation and inclusivity in its workforce; please can you tell us what are doing to get this right?</p>
MS. MOJAPELO	<p>As an organisation, this is one organisation that I believe is actually quite deliberate about it, so this is one of the key factors that actually influenced my choice to move into BP and what I've picked up initially about the organisation is there is a deliberate effort to make sure that there is sufficient inclusion and, you know, going over and beyond. However, if I then look into the BP Southern Africa environment, we operate in an industry that is very male dominated and a country that is also still very male dominated in terms of leadership positions, development opportunities and getting, you know, females climbing up the corporate ladder and we have taken a conscious decision to actually include diversity, equity and inclusion as well, into some of our key performance indicators and we are quite deliberate about it. So you will see actually in our statistics, we actually make sure that we have what we call "Rules of The Road" when we are recruiting, to ensure that wherever we can, we actually identify suitable women and in some cases it's really about giving people the chance to be able to grow, because we all have areas of development and now for us as BP, our new leadership that we actually</p>

	<p>formed because we went through a restructure post the crafting of our strategy and in our redesigned organisation we have 45% female representation at our executive level, which is up about 13% from what it previously was and we now have equal representation at top management level and it is actually a deliberate effort and for me I ... I probably fit into the organisation because if I look at some of my values and what I actually have defined as my purpose, I am very passionate about making sure that we give women, and particularly young women, the opportunity to excel and unfortunately I mean your biological clock is often in conflict with that career clock and how do you make sure that as an organisation you create an environment that recognises that and gives women the opportunity to be able to flourish and also make choices that don't put them in conflict with their consciences, if you get what I am saying.</p>
DR. MALKA	<p>Yes and that is a tremendous achievement to drive and deliver on that transformation of attaining 45% female representation, of having parity at the top, it really is significant and I am so enthused by it and the result that you have achieved.</p>
MS. MOJAPELO	<p>Yes absolutely but it has been a team effort, but also, it has come with some disappointments and by saying some disappointments, when you embark on such a change sometimes you do get resistance but I always say I am someone who is quite courageous, so if I believe that this is the right thing, we take our people along and we embark on this journey and yes we have quite a few emerging leaders and as you can imagine, sometimes when women are not given sufficient opportunity, they still then become emerging leaders. I often give an example; when I was in early leadership, I can count, I went through about probably five leadership programmes and I was often told oh, you are such great talent, but you just need to get onto a development programme and you go from one to the next and you watch your male counterparts get promoted, but deep down you actually realise over some time that it actually is the softer skills that you lack. So the one thing that we are actually now working on is how do we give women that opportunity to hone in on some of the softer skills such as, you know, networking, you know, managing, determining how to read the room and some of those softer dynamics that actually improve your confidence levels to be able to command your space in a boardroom, so to speak, and I think those are some of the things that we as women should, in positions of leadership, we need to actually get a lot more women come along with us and, you know, work on the softer skills because you know I always say technical competence, they are actually unmatched, you know, you often find that women work very hard, work long hours and have a lot to juggle, but because there is a lot to juggle they actually don't get to focus a lot on the softer skills because they believe, you know, you've got certain tasks to do and deliver on them, but when you start getting onto a leadership journey it is a lot more about getting the work done.</p>
DR. MALKA	<p>It's a really interesting point that you raised and frequently networking has been cited as one huge area of weakness amongst women that in terms of building their business networks, that that is a weak link.</p>
MS. MOJAPELO	<p>Yes it is and I have also learned the hard way as well, it is something I am still growing at, I recognise it as a skill I need to hone in on, I have mentor that is helping me work through it, in fact she is the chairman of Anglo American here in South Africa and she has been phenomenal in helping me, you know, work through some of these dynamics and some of it is really driven by how we are raised, you know, unfortunately I mean I</p>

	<p>don't have daughters, I have got sons, but I have got nieces and I say to my nieces you actually just need to be bold, even when you are in school, don't assume that a lady must be prim and proper and you know when someone tells you behave like a lady, like no, I want to behave like a man, what's the difference and we need to just encourage our girl children to recognise that they can be anything that they want without actually creating those boundaries that exist.</p>
DR. MALKA	<p>You raised an important point earlier when you were talking about the oil and energy industry being male dominated, but also the fact that our environment within the African context is also very patriarchal and within that notion, that is where we have these cultural conflicts, never mind what happens at an industry level, but it is our society influences.</p>
MS. MOJAPELO	<p>Yes, society influences it and you know society is quite broad, you've got you know the religious aspects, you've got traditional and you know some of the cultural practices that take place and these matters tend to be very complex because they speak deeply to somebody's values and emotions, so not one size fits all, but my overarching principle is always that, you know, you need to make a decision that you can personally live with and when you look back still be convinced that it was right and sometimes it means walking away from a setting that does not suit you if you believe that you actually want to grow as an individual in the corporate environment because the two of them don't often merge because for many of us from African cultures, the woman is expected to bare the children, to cook, to clean up, even if they have a corporate job and you know it takes boldness, courage, but also the one thing that I think we sometimes forget is being authentic with ourselves and if we truly know that we can't do this, then call it out and I will give you an example. So when I had my second son I just knew I wasn't going to make it, that I knew that I am actually most fulfilled in corporate, I can't imagine myself being a stay-at-home mom, but I realised it was very challenging because my son had also been quite sickly when he was young and you know I simply put it on the table and I was actually surprised at how my mother-in-law responded, very cooperative, she actually came through, took control and recognised that I actually was much happier working and not being you know a stay-at-home mom in a sense, so I could fulfil both agendas. I could get home and find time with the family but I could also work and I recognise that that doesn't happen to everybody, but I think what is universal is we need to all find the courage to speak up and when you do speak up you will actually know whether you are in the right setting or not and then you can make decisions because you have communicated what you want as an individual and I implore all women who could be struggling in whatever context, that for as long as you speak your truth you are then able to make decisions because you will observe from people's reactions how, you know, they respond to what actually makes you happy and what support you need and in environments where people are not supportive, you are going to have to sit back and decide whether it is an environment you want to be in, it can be a very emotional choice, but as long as you are aware that you have actually communicated.</p>
DR. MALKA	<p>That is such a practical example.</p>
	<p style="text-align: center;">AD BREAK</p>
DR. MALKA	<p>Today we're talking to the CEO of BP Southern Africa, Ms. Taelo Mojapelo.</p>
DR. MALKA	<p>Being an effective leader carries significant responsibility and it's often a hard choice to make; what made you choose this path?</p>
MS.	<p>Choices, if I can, or no I will start from a very young age. You know for</p>

MOJAPELO	<p>me I never really wanted to conform at a young age so I often describe myself as someone who doesn't fit in and I don't want to fit in and I think I was fortunate in the sense that my dad had always wanted me to achieve my best and I think in a sense sometimes I do think he wanted me to be a boy, I never had a doll as a kid, I always had toy cars, so I think that was one of the first things I picked up as a bit odd about myself, but now I found- myself, both in my school career as well as my working career, taking charge and control of situations that need problem solving but also without authority and when I say without authority, I am someone who actually wants to work with people and after some years, as I had started my leadership journey I took some time off to define my purpose, you know, you get some pivotal moments in your life where you start asking yourself what is it that I want to achieve and who am I, so I took some time and I looked back at various things that had happened to me over the years and I started to hone it in and figured actually what makes me happy is putting my energies into uplifting other women, but also grooming better men. I cannot stand badly behaved men and when I say badly behaved I am talking about men who are not inclusive and focus a lot on patriarchy, so in all the work that I do, I want to make sure that women are uplifted. So, why did I choose this path? I believe I have the agency, you know, leadership also gives you the agency to be able to influence your thoughts and ideas in a constructive manner and this is one area where I think me being in leadership helps me achieve it and, you know, this is a path that I will continue, I don't know what the far out future holds, but I do believe that by working a lot to uplift women, we will get a lot better, at least around me, I know I mean the universe is quite big, but within the environments where I influence, I really want to make sure that when I go to bed, I go to bed peacefully, knowing that I have done right by another woman and I have also been able to influence another man to actually see things a little differently.</p>
DR. MALKA	<p>Those are so significant, of being able to help, it's almost in a way stakeholder management as you're trying to evolve people's thinking on what the correct paths are because things were done differently in the past but our future is certainly a better place and space for women.</p>
MS. MOJAPELO	<p>Yes absolutely, it certainly is and you know if you think about it, if you have, as a woman you are in leadership, you give hope to younger leaders and as you think about it you can only make them a lot more confident, but again, we will only make them confident if we are authentic about that leadership journey that we are, you know, embarking on and about what drives us, who drives us but also sometimes sharing some of our failures, I mean earlier on I shared about me not getting a scholarship, that's failure, but it doesn't mean that in the midst of failure you will not succeed, but also, I think being able to demonstrate some vulnerability in getting our male counterparts to demonstrate vulnerability, is also something that we must focus on a lot more.</p>
DR. MALKA	<p>In a way you are reminding me of a conversation that I had with Dr. Phumzile Mlambo-Ngcuka where she was saying that one of her acts at the UN was almost trying to re-engineer the anti-apartheid playbook, where she was getting men to take more responsibility for their actions towards women and you highlighted this earlier when you spoke about gender equity, traditionally it has always been about women fighting for women and we've kind of neglected the male side of the equation.</p>
MS. MOJAPELO	<p>Absolutely and you know actually when you talk about topics like this, you know, I get very passionate about it because I am quite disappointed</p>

	<p>that, you know, we are in 2021 now and we still do not have a lot of men actually driving the gender equity agenda. It's women, we get to, you know, International Women's Day and National Women's Day and it is women that are speaking and owning their gender and you know I would like to see one year where all women remain silent and men are actually advocating and men are actually in the workplace creating those opportunities. I have seen, though however, you know some areas of excellence from men and I must say, I mean I myself am an example, I actually have been given great opportunities by some men, the one gentleman I worked with, he is actually Kenyan, Gerald Mahinda, he actually was extremely supportive, really gave me meaningful challenges, grew me and really got me into leadership space onto the global platform and that is one person that you can honestly say here is somebody who actually is genuinely working towards female empowerment, but we need more and more and we also need more in the policy making space, because sometimes we do create bills, policies, but we never implement them, because the custodians of policy are male and we need them to make sure that those policies are upheld and we need to get to a position that they actually start owning this agenda and this is when I refer to grooming better men, because once you've got better men, you don't have to ask them, they know it's the right thing to do.</p>
DR. MALKA	<p>Grooming better men and in a way I think part of this responsibility also falls onto mothers as they are educating their sons.</p>
MS. MOJAPELO	<p>Absolutely, I mean I mentioned earlier on, I've got two sons and in my home I don't have any gender. We all do all tasks, nothing is preserved for any gender and quite frankly as they get into the school environment they actually are very clear about what mommy speaks to them about; you are on equal footing with a woman and you must see it the way it is demonstrated in the home, I expect you as you go out, you are an ambassador of our home, people see me through you, so I am expecting you, as you become a responsible adult, I have got a son who is going on seventeen now, I need you to actually speak up when you see any wrong against a woman and I also need you to own that agenda and make sure you don't do any wrong and I think more and more of us, for those of us who are mothers to boy children, need to educate them because if you don't do that, you actually don't break the scourge of gender bias, but also another very difficult topic, you know, gender-based violence, it is sometimes driven by the fact that you have a patriarchal society that actually does not recognise that it is actually a crime in a sense to engage in gender-based violence, but also it is just not humane and they should actually look at it from that angle. So, for all of us who are mothers, absolutely, but we need to make sure that we are present and you know you'll probably ask oh my goodness, how can you be present when you're working, you've got a corporate life and this is when I start talking about work life integration. A lot of people talk about work life balance, I talk about work life integration, my family knows a lot about what happens in my life from a BP Southern Africa sense and I also make an effort to know what is happening in their lives, it is very difficult to completely separate the two if you want to be at peace, but also in the workplace they tend to know a lot about my family, so if I have to make time to attend to something very important, I actually make sure that I do and I encourage other females or other mothers in the workplace and where I work to do likewise because ultimately you want to look back at your life and be happier with the choices that you make.</p>

DR. MALKA	Considering that skill of rather than saying work-life balance, because in some conversations I've had with people they almost work to the point of falling over and then they realise okay my balance hasn't happened; how do you make work-life integration work for you?
MS. MOJAPELO	<p>Okay, how do I make it work for me, mmm. So, when I look at it, let's put it this way, the starting point is my family is my foundation, so I will not work in an organisation that doesn't recognise that and if we're just being honest about it, when you look for an organisation or if you make a deliberate effort to look for an organisation that you want to work in, we all look for different things, some people look for money, some people simply just look for an opportunity, for me, I want an organisation that recognises that my family is the foundation. I have turned down some offers and roles simply because when I then go and look at the culture, the values that they emulate, they are not in line with my values and what I actually want to achieve, so I am fortunate to be in an organisation like BP that recognises that, but it was also a deliberate choice that I made, you know, if I am going into an organisation I need to make sure that that is recognised and yes there will be times that you work long hours, but at the same there will be times that you don't have to work long hours, so how do you create that flexible working environment and this is what I am driving as well in our organisation. Create a flexible working environment where people can actually determine when to work and when to take off, of course you do have core hours, however, you want to be able to give people the flexibility to integrate balance their lives accordingly. So some of it is a function of the organisation you work for, I think largely the organisation you work for, but then again you have to understand what your foundation is and what you won't sacrifice.</p>
DR. MALKA	Over the conversation you've talked about some of your highs, some of your disappointments, but the word that I will take out of our conversation today will be courage, when you spoke about doing things and for instance not getting into Oxford but still being able to get into Cambridge as being part of the Oxbridge environment and Ivy universities. So the question I want to ask you now is about some of your factors for success and what you consider to be some of those key drivers?
MS. MOJAPELO	<p>I will start with the first one; authenticity and when I say authenticity, you've got to understand yourself first. Take time to understand who you are and what it is you want and once you understand that you will actually know your limits and when to walk away from something. The second one is courage; so you spoke about courage earlier on, I keep talking about it, I mean I often question myself and I'm like you know what I am actually going to do this, I am going to have the courage to do something, forge ahead, sometimes it is very difficult and you hesitate and you forge ahead but however in everything that you do, try and bring other ... have a sense of community or bring people along with you because of the challenges, you could have so much courage but you leave everyone behind and it becomes an epic failure and you can't recover from it because there is no-one around you as you move and the last one is just humility. Humility gets you through some of the challenges you have because it gives you an opportunity to learn, it also gives you a common sense of purpose with the people around you and you are simply able to engage and sometimes, as a leader, you don't know everything, that's why we've got subject matter experts, but if you demonstrate and practice humility you learn a lot more and sometimes you get to a point where you actually start learning and understanding a particular issue much more</p>

	<p>than the subject matter expert because you've allowed yourself to learn and if you just carry that with you, at least for me that is what has got me through the many years in the different organisations I've worked at, I have implemented, you know, big projects, I have done process improvements, I have recommended changes, really done transformations, but you can't do that if you don't have humility and humility also allows you to respect other people.</p>
DR. MALKA	<p>Those are great characteristics; authenticity, courage and humility. Can you tell us about some of the pivotal moments in your life growing up?</p>
MS. MOJAPELO	<p>It's interesting because as we're speaking and I reflect, a lot of my instances are probably not in my working career but when I was young and some of the pivotal moments, my maternal grandmother would go through all hoops just to make sure that she comes to see me go off to school when I was going to boarding school she would, you know, cook and she always said you are going to be successful and she has not been to school by the way and she lives out in the village, but she always made that effort and those are memories that stick with you a lot and you just carry them and every time you feel like you want to give up on something, there are people that you know you think about that take you out of it and then I spoke about my instance with Cambridge and then I also had a horrible incident of racism in the workplace and I don't think I handled it well because I was probably, and I was younger at the time, I was probably labelled emotional, but I was terribly triggered and if I were to do it again I probably would do it a little differently because now I am probably a lot more mature, but that for me was a defining moment that I will not let my colour define how far I can go and what I cannot do and as a result it has actually given me the resolve to be a lot stronger. Those are probably some of the defining moments, I mean I can go into some of my successes in the workplace, but I consider that ways of work and you are achieving because it is expected of you.</p>
DR. MALKA	<p>Successes are great of course, they're fantastic, but I find that it is those moments almost of failure that we learn from most of all.</p>
MS. MOJAPELO	<p>Absolutely and this is what I say to my teams even as I speak, I always want people to see me or I want my colleagues to see me as a leader that they can relate to, because the reality is a lot of people struggle internally with their failures and it doesn't help in this day and age of social media, because they go into all social media platforms and its only the good great stories that come out, but deep down inside people have got their own internal conflicts they are dealing with, they have got their own failures and challenges and sometimes its challenges that they really don't have answers to, but no-one can speak about it because, you know, it's not right to put it out there, but by relating those failures is what gives people the strength to be able to recognise that actually I am not alone in this, I can come through and I can work it through or I can even feel, if it is something not too personal, you can go to the next person and ask for help and literally find a solution with them maybe and in the absence of that, if you create an environment as a leader where all you talk about is successes, you actually don't grow more leaders.</p>
DR. MALKA	<p>You are so right and if you can learn from those failures then it's actually a success in the making.</p>
MS. MOJAPELO	<p>Absolutely, you know, for me I always find gratitude and happiness when I see someone who has acknowledged that they failed in something and try something different and why, because you create a learning environment. So when someone fails, how do you get them to acknowledge that they</p>

	<p>have failed and probably take accountability because sometimes the reality is in the corporate world, you have to take accountability, but in the process of taking accountability you give them an opportunity to rectify and when they actually succeed, I think that is the biggest moment of learning and we need to make sure that we create those moments of learning in every organisation.</p>
DR. MALKA	<p>I wanted to ask you a question regarding women who have influenced you, you mentioned your grandmother and I am assuming she must have had a significant impact on you, always being there, sending you off to school, packing the food; who else have been some of the strong women or role models or influences in your life?</p>
MS. MOJAPELO	<p>Yes interestingly enough it wasn't just my grandmother, so I was also fortunate to have grown up amongst quite a few matriarchs in terms of my mother's family, so there were quite a few women and very strong women and yes in those days they were nurses, teachers, you know, but I actually observed how two of them conducted their daily business. Just normal people, very diligent, never missed a day at work, always came home and imparted words of wisdom and you know we can speak about the most, you know, glamorous people who are out there, but those women have actually influenced how I have performed and developed, but another person that has influenced me, I don't know her, I have never seen her, but I have read so many of her books, Maya Angelou and she also talks about failure quite a lot and coming through from that failure. There is one quote and I might say it not so well, but it goes something like this, you know, each time a woman stands up for herself without knowing possibly or without claiming it, she is standing up for all women. I remember reading that and I actually put a poster on it and I thought, for me standing up myself, it therefore means I am standing up for other women and how do I actually make sure that someone else who comes after me doesn't have to experience probably some of the not so good things that I would have experienced and that for me is a sign of success and then there are so many other women that we can speak about, but I think those two have really influenced, I mean Maya Angelou influenced my reading and the matriarchs in my family have been the people who have made me quite successful.</p>
DR. MALKA	<p>Those are powerful words, powerful characters that have been around you as your support structure and system. We are unfortunately running out of time, so as we close out today's show, please can I ask you to share a few words of motivation or inspiration to pass onto girls and women who are listening to us on the continent?</p>
MS. MOJAPELO	<p>Be authentic, have the courage, but also when you are authentic about who you are, you will then understand what you need to do to grow and become better at it. When you make the choice to become your true self and be seen by being vulnerable and being honest about your capabilities, you gain the freedom to lead.</p>
DR. MALKA	<p>Those are wonderful words. Thank you very much for joining us on the show today, it has been an absolute pleasure to host you.</p>
MS. MOJAPELO	<p>Thank you Dr. Malka, it's been a pleasure talking to you today.</p>
DR. MALKA	<p>PROGRAMME END</p>